

**Comments from town-wide mailing:
How to achieve goals**

Survey ID	Comments
1	Town selectman should disclose all conflicts of interest at each town meeting. Neither those with development interests or real estate interests should be able to hold town offices. Developers out!
5	Do away with town meeting form of government
14	Being realistic about planning projects that will benefit our community as a whole. Not wasting tax dollars on protests that will be used infrequently.
16	What's the sense of filling out this form if you don't follow it?
21	73: Only if anticipate that grants will more than cover coordinators wages. 74: Already available via CH 8 - more?
32	I believe the coordinator positions are already provided for! Less but make efficient town government must be a goal.
35	Business taxes should be higher than they are. Business taxes should be higher than residential taxes.
42	The town planning board should be able to manage
45	control spending for those on controlled income (taxes)
48	This plan will not work because there are too many hidden agendas and too many corrupt people in this town getting paid off to get what they want. Just like this survey which will mean nothing in the long run as the corrupt people of this town are just trying to give the people a false sense of hope that they actually have a say in this town.
49	execution is everything
50	I agree with a grant coordinator if the salary is taken out of the grants that he or she brings into town.
58	Public meetings should be televised on a volunteer basis. Get the League of Women Voters to help.
59	This should have been done 25-30 years ago! Almost too late now. Very disappointed in the way town has overgrown over the years, seemingly with no forethought for the future and now you have what you have!
65	Let's be as opportunistic and aggressive as possible on biz dev and grants.
68	I believe our town government should change. There must be a more productive way to get what needs to be done, done. I'm not sure how but I've stopped going to the meetings.
70	71: "Guided by", not "mandated" 73: Should be done by individual department heads/employees already in existence
72	Buy land and do not build on it. Leave as open space.
83	74 Also come up with a way (maybe via email or on the web) for those of us who can't or won't go to town meetings due to the timing or crowds.
85	I think that whatever the plan it needs to be flexible and people should be able to take and add to it as time goes on depending on circumstances.
86	#72&73 Westford should fund the business & grant coord positions if they bring in more money than the positions cost the town.
87	72&73. These can be part time, or shared with other duties.

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- 98 Westford Academy should be changed to Westford High School since it is not a private school as the name implies. Do a survey- how many families stay in town after students graduate? Eliminate scare tactics on school enrollment and announce number of students graduating. Housing for elderly comprised of out of townies. Let the locals remain in their homes. All the megamansions should pay their fair share of taxes.
- 104 #72 & #73: It is unclear, with the limited information given, if these are necessary. We are lucky to be able to help shape this community for the coming years. However, a survey such as this would be beneficial if ALSO offered on line, with additional sections for comments. For instance, we answered neutral for the JV Fletcher Library expansion question. It would be nice to be able to explain some/more of the reasons for some of our answers.
- 115 Majority rules!
- 116 Many plans have been produced over past years and then shelved. There should be a review of these plans to rediscover the best ideas. The master plan should be transparent and relevant
- 119 Major complaint about (the monopoly) of cable services provided in our town. Just because they're headquartered here? Prices are outrageous - if a new customer, you can receive 3 times the benefits than we current customers.
- 121 Just try to keep continued growth under control and don't let developer "blackmail" the town. Its happening here all the time
- 127 72 - Depends on what happens w/ business development in master plan.
73 - If grants are available, then yes on a trial basis (if \$\$ in > cost of position, keep position)
74 - Only if there is no expense involved.
- 134 Town should minimize expenditures
- 141 Town Boards should be guided by the plan – or why have one?
- 151 If EVERY town board does not use, pointless. Especially Re community character
71 - [Master plan] a failure 10 years ago - and discouraging now
- 154 Thank you for your hard work in helping guide Westford in the future development.
- 165 Should not be basis for additional taxes. Should not be interpreted or used to support "special interests". Q 71 Why else do this? Is it an issue? Q 72 Should be covered in existing personnel.
- 172 The town has to review the work performed by each employee, feather bedding may be in use at all departments.
- 182 Westford should fund qualified tree warden at least 50% time.
- 183 So many of there points are dependent on other factors, debatable, e.g. Lot size could be smaller if we get sewage.
- 193 Town needs to define "What" it wants to be in 5 - 10 yrs. [Affluent, Boston Suburb w/ Excellent Schools) and then "Align all its actions toward that goal. *** Consider changing form of govt. Experience is that special interest groups may have advantage over majority of working class/voters. We CAN NOT get to town meeting. Go to representative form of govt.
- 195 #71 - Final decision should be by the voters BY BALLOT not a town meeting. Town meeting should be abolished. It is not nor does it reflect the will of the people.
- 200 What Master Plan? Comprehensive? No plan at all!

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- 208 72/73 - don't know enough to answer,
It would be very valuable if televised public meetings were available for those of us that don't have cable.
- 210 We missed the master plan 20 years ago!! Now it is too late. Every change cost money. The rich are in that can afford the changes the rest are moving out of what was a nice town. You talk to people we are the snob town.
- 213 all boards and commissions need to be involved in permits
- 215 We need more family restaurants in the business center of town, rte 110 - e.g. Pizzeria Uno, Fridays, etc.
- 216 Merge economic & grant coordinator jobs into ONE.
- 228 71- I don't understand. Do boards have a choice about this?
- 230 Thos who are volunteering their time to execute this program should be commended. It's not clear what legal obligation the town boards have to comply with Master Plan committee recommendations, however. (Keep up the good work!)
74: don't have cable tv
- 234 People in town for many years should get a tax relief for schools. We have paid our dues when our kids were in school.
- 237 Stick to the plan! If members of the Board can't do the job, fire em & get someone who can! Don't hire more people. Those board members are megalomaniac and serve only their own good.
- 238 Commercial & residential developers need to shoulder a lot more of the economic cost to the community they create, particularly new roads & schools.
- 254 Question - is the envisioned "grant coordinator" looking for funding for public projects? Or is it a person who helps all Westford non-profits with their fundraising skills mentor to non-profits). This question is unclear and undefined (especially for a new resident)
71: The vision should be a common one. How do we see our future?
I am an interested "newcomer" and would love to be part of a visioning process and part of any big picture look at the future of this town. Call me - Jan ZZZZ, 978-692-xxxx or yyy@y@gmail.com [contact info edited to protect privacy]
- 261 71: Reviewed and approved by residents.
Don't spend money we don't have. Live within our budget. A grant coordinator could research available state and federal funding.
- 285 How about a combined Business Development Coordinator and Grant Coordinator?
- 296 There are no easy answers to our growth issues. But 40B is definitely a huge problem. I hope we can maintain a small town feel. I enjoy living in Westford, I hope I can say that in 5 years
- 301 We can't comment on this until we see the Master plan!
- 304 You will find more compliance with developers if you work with them on a realistic plan. Most of the master plan comments do not reflect real life and can not be accomplished with great success.
- 312 We should pay less tax, not more. Cut police, fire and other municipal expenses (overhead) to save tax dollars
- 319 71: Guided, not dictate to

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- 349 Re: 72 & 73 - would this be a new person for these positions?
- 361 Keep property taxes as low as possible while doing what is possible to keep the town "as is". High taxes will drive people away from this great town.
- 364 Introduce fresh viewpoints and coordinators on a 3-5 year appointment basis.
- 368 We need a master plan that is fair to all. Chap.40B is here, let's work closely to make it work right, not cluster zoning w/o open land. Let Westford citizens be the first to get affordable housing. After all their parents have paid their taxes for this opportunity for them. We need more commercial bldgs for taxes to improve. I don't mind a Walmart or better yet a Target! Have one area like Rt.110 and continue to put it there.
- 375 [Re: Q74] But not all people have cable to view them.
- 380 #72, #73 would need more info to decide.
Thanks - great survey
- 386 Property taxes on commercial/industrial space/buildings should be much higher than residential houses. As it is, property taxes are becoming overwhelming on families. At this rate town will become unaffordable to many.
- 403 Thank you for giving us the opportunity to comment on this. :)
- 404 If the town board is not guided by the comprehensive master plan then the town of Westford is lacking in its support of democratic principles.
- 418 The town needs to come up with a plan for controlling growth & development. We can't keep having large housing developments built. We need to attract more businesses also.
- 432 Do we not ever get tired of spending? Slow down for a while.
- 438 It would be nice if there was some action taken instead of just funding studies.
- 453 There are more "coordinators" in Town Hall than a town of this size needs.
- 455 72-74: none of the above utilize the Board of Selectmen. Don't hire someone else to address issues we have disciplines already in place to handle.
- 461 Within a certain tax frame.
- 475 Now that the government runs cable tv10, there should be more public meeting shows on tv10.
- 477 Q71: if it's a reasonable plan representative of majority of town's people. Re: Q72 - 74
MONEY!! NO MORE TAXES!!
- 481 Change the form of government from Board of Selectman to a limited representative type that has Town Meeting members elected by and representing each of the 6 precincts. Each area of town has the same amount of representatives.
- 482 Would like to see a new form of government. Board of Selectmen style leaves a lot to be desired. Have been unimpressed with actions and behavior of some selectmen past few years. They seem to be interested in their own personal gains, rather than best interests of town. Overall rating for town would be a 5+. Which I consider very poor for this town. Lots of improvement is needed starting from the TOP DOWN. I'm not fond of constantly reading in the newspapers conflicts between citizens and town management and town employees and management. Seems as though town management should have the skills to deal with a lot of these issues?? We must be paying a fortune in attorney's fees. Money that could be put to better use. What's UP???

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- 494 A representative form of town government would encourage reasonable growth and lessen influence by special interest groups.
- 495 Maintain the integrity of the existing town and be very, very careful of allowing developers to come into the area and destroy the land.
- 508 Note on 74: Possible that attendance could be affected.
- 543 Don't waste \$ on a grant coord. Look at the benefit of an Economic dev. Coordinator in other towns - they helped the towns so much - example Winchester hired one 25+ yrs ago.
- 547 I'm not sure what the intended correlation is between #74, televising public meetings and achieving master plan goals. Does anyone know what # or % of Comcast subscribers in Westford actually watch the meetings that are currently televised.
- 551 Most are a bit too late. About 15-20 years ago when the town tried to put a moratorium on building until it could be studied further - the stupid people of this town and the CONTRACTORS voted it down. I knew that was the end of slow growth and planned growth in Westford. What a shame!
- 554 71. Yes, but there are state goals as well.
74. People should get OFF the couch & attend.
- 555 71) Master plans are good for a time but they become obsolete. As long as there is commitment every 10 yrs to update; makes sense. Also fund a town-paid Clerk of the works.
73) Could be bottleneck unless prioritized. Many varied needs, interests to be met.
- 558 72 & 73: really, "don't know"
- 561 Teach Planning Board members to be honest and truthful!
- 566 Instead of spending town money on publications and what's involved (advertising for "unnecessary," town elections - personnel and machines needed for such elections, etc) as well as projections for the future- when your out of power: -- use money as if it were your own personal budget --don't use this means to attempt to look proficient
- 568 72, 73 & 74 should only be funded if not already covered by an existing job, or volunteer group (as with TV)
72. Business "development" should NOT mean the more development the better.
- 583 Televising them so they "make sense" - no one slamming paper work around - no tapping fingers or writing materials. Have each person on board use mike or speakers
- 591 Do not know about the master plan goals, but now I will investigate!
- 592 Westford is now resembling any other town on the 495 strip that looks like a good place to stop briefly and then head out - the industrial parks seen from the road are also less than charming - it is very unfortunate. People want to move to Westford for the 'atmosphere' than demand every modern convenience which takes away from the "feel" of Westford.
- 620 Implementing the new Master Plan should be TOP GOAL of town government.
- 627 The old master plan detailed the cost of building more homes-in schools and taxes-What have we learned in the ensuing years?
- 629 I don't know exactly what the Master Plan says.
- 635 Keep taxes down. Encourage seniors to stay. Don't force them out with high taxes, and have seniors replaced with young families with many children.
- 638 Keep taxes from increasing. They are already too high.

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- 649 Please do everything possible to stop the continued growth and to promote preservation of Westford's once scenic and country atmosphere. It is now as bad as Chelmsford has become. Traffic in most business areas-major roads esp. at peak times-is a nightmare!
- 660 As long as whatever is done doesn't increase our property taxes, and all that is done, is done for people who pay their fair share, keeping this in mind make the decisions on this question survey, according. Thank you.
- 661 I want to see building new buildings taper off. The town should issue fewer and fewer building permits each year for new development. Westford's population is too large, schools are overcrowded and open and public space is too small.
- 674 78: Priest with no family that I live with. Thank you for the survey and collating it!!
- 690 ... and how would you propose allocation of funding for the above?
- 695 Q71: Town Boards should do what they think is best for town, whether they agree or disagree with town. Q73: A grant solicitor for the town.
- 701 Good luck
- 709 #70: people should do their own. #74 Integrate into N. Tech and have the students do it for credit.
- 712 If you continue to allow large office parks to be built, you will lose the charm - It's already being lost. Most offices are vacant- Stop building new ones. The once rural community that Westford was is now a fond memory.
- 722 Westford should have a Mayor to decide things for the Town instead of Town Meetings.
- 739 If the Master Plan designates land to be preserved as undeveloped, the town should proactively work to acquire that land, especially if it can be acquired at bargain prices or via bequest.
- 741 Would it be possible to be made aware of the person who formed the CMPC or is that not possible?
- 743 Why have a master plan that is not followed. But also not to be used as a blinder.
- 759 Unfair taxes have been my chief problem in not recommending that Westford fund an Economic dev. Coord. Unfair taxing of newcomers when I arrived. Now unfair tax rises to elderly who had planned to remain in their homes. More homes & businesses mean more traffic because Westford has no public transportation to anywhere but airport.
- 761 If you don't have an implementation plan you are wasting your time. Get Boards & Committees to vote to sign on to MP. Every town administrative employee should get a copy & be required to read & abide by the plan.
- 764 Grant coordinator is a project level job not permanent. We do NOT need another permanent position in town. Televised meetings to engage more people in the process.
- 769 Q71: Please remember that the residents of this town PAY YOUR WAGES. If you guys do not follow the will of the residents, you have NO place here. Q72/72: Cost/benefit analysis needed, how is this responsibility handled now?
- 774 Seniors are being forced out of Westford. No decent small apts at affordable rates.
- 775 Q72: Not enough business in terms of sustainable jobs (manufacturing, research, back office) would locate here b/c of land costs. An economic development coordinator would be a moot position.

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- 784 Let' stop elitist, snob zoning. We're not Weston, Lexington or Newton. Too many Westford residents have delusions that this is a cross between bucolic Harvard and "cutting edge" Newton. We are neither, not even close.
- 785 If the master plan is deemed to be sound. The town boards are the means of legal approval for many projects. It seems they should work with a master plan if the master plan is good. Yet currently, it seems they are often functioning separately from the master plan when allowing each individual case for development.
- 795 I think a great deal of what you are talking about boils down to "common sense". The planners should view strategies that center around doing the most good for the broadest base of people and do it in a fiscally sound manner. Don't be afraid of change and keep in mind that no matter what you do you will never please every one.
- 806 The town already funds a recreation director - grants & corporate sponsorship should be pursued to build the recreation center. How about the "Puma exercise room" next to the "Verizon pool"?
- 810 Try to keep the taxes in this town from going up, up and up.
- 811 Q72-3: Only if salaries covered by factor of at least 10 by newly acquired grants
- 819 Better info to public ref "pay off" to all inspectors. This is against the law & I hope our committee will address this. And prosecute them if they steal, bribe, disregard laws & public shame them open & publicly & demand life long payback vigorously!
- 830 Find a way to end chapter 40B housing
- 832 Maybe students at Nashoba Tech could assist on televising public meetings to help reduce costs to the town can gain broadcasting experience
- 833 Q 72-3: only if able to demonstrate position pays for itself in additional business tax revenue, grants. Don't think either of these is full time-maybe combined into one? Also, a dedicated purchasing agent for all Town (schools, etc) to negotiate better prices, handle contracts etc. We have the talent in house
- 834 Support by the town boards for the Community Planning Act II, now locked in state legislature committees for 8 years. Members of boards should learn about and join "the coalition for land reform" a lobbying organization that supports CPAII
- 835 Selectman should work hand in hand with the master plan, it doesn't always look like the goals mesh. Better and more open communication
- 837 I grew up in Westford, away many years, returned at intervals seeing changes. Many of the original families are no longer here, and dying off. I have always felt change is not influenced by those who "lived here" (ie WalMart). The master plan has got to be the salvation and people need to take it seriously
- 842 Q71: Does this really need to be answered
- 843 Please preserve our town. If there is building then make it 55+ (affordable) The town is too expensive for the wrong reasons. I hope this committee consists of people who have lived here more than 20 years. I hope there is someone who is on the committee who grew up in Westford. They know what is best!
- 848 Why have one if not to follow it? P.S. Consider officially promoting/sanctioning the healthy lawns program in the master plan or otherwise discouraging pesticides synthetic fertilizers and excessive lawns. Our yards collectively could be a great wildlife habitat!

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- 856 No new I-495 exits! Strongly limit development of new SF homes, apartments, condos and businesses
- 865 Hopefully the master plan goals will make progress to achieving sustainable and smart growth and preserving the town's resources, open space and charm
- 870 Q72-74 I find it amusing to be asked about funding for only these three items while the rest of the survey does not ask us to prioritize all the other items -most of these will cost of Town money in one way or another. And why no questions about schools?
- 875 Would like more information regarding cost of funding and what can be achieved for the town
This survey helps residents understand the "thinking" of you on the boards helping to shape the town's future. But some questions were difficult to answer without more detail to the issue. Can we expect to hear of the tally results of this survey?
- 888 We need to have people with experience in town planning to guide Westford towards the future. Let's plan ahead to become proactive instead of reactive.
- 889 I would like my voice to be heard.
- 890 The idea of an economic development coordinator is an intriguing idea-sorry I do not know how this is done/by whom-how.
- 900 Existing employees should coordinate grants.
- 907 Can't answer number 71 since I don't know what the CMP is.
- 911 General public is not always aware of legal pros and cons to some choices related to development.
- 922 I remember filling out a survey like this several years ago. Has that master plan been used to guide the town, or was it just an exercise required by the state?
- 935 Use as a guideline.
- 939 Q73-Only if deemed clearly necessary to need one.
- 954 Goals can be achieved with better control of new developments, both commercial and residential. We need a lot size increase even with allotted open space in the subdivisions.
- 958 Q71: to the extent you keep our feedback in mind.
Q72-3: Too many coordinators/assistant, etc.!!
- 963 Find grant coordinator-only for obtaining grants for the town (not for private individuals or to assist non-profit organizations or businesses)
- 968 I recommend utilizing the internet rather than television to broadcast town meetings.
- 972 I have unfortunately no thoughts on this at this time.
- 976 It is not strictly related to the master plan, but we would like some way for those with small children to participate in town meeting. Whether it is childcare or remote voting, something must be done to make the process more inclusive.
- 981 Q71 Depend on what the master plan ends up saying.
- 995 The town cannot ever balance any budget when large houses are built, and the taxes collected on those 3 -4 br houses do not pay for the cost of services rendered, i.e. school / student expenses.

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- 996 We should definitely retain people who have experience and expertise in these matters. This should not be left to the town manager to preside over. Especially this one. These people could report to the selectman.
- 1008 Seniors in Westford should be granted more in way of tax abatements on property taxes.
- 1033 The way to achieve the master plan goals is to have an open and honest process of hearing and understanding what the residents say they want. Committee and boards should not be "loaded" with the same people over and over again. Survey questions should not be so structured as to eliminate some of the possibilities and promote others. The process should be completely above board and then the final document should guide all future decision making, as that is its purpose.
These questions are irrelevant. Please "interpret" the results based on the respondents' answers.
- 1043 Business development should not require another paid employee; it should be part of the town manager office responsibility.
- 1045 Local channel (8) sound quality is horrendous. If meetings are televised they should be audible. Thank you for conducting this survey.
- 1057 Create an agency (volunteer) to assist the coordinator
- 1059 The town should not promote business ventures!
- 1062 Do we really need more paid positions? At my place of business, we wear many hats and think to keep additional personnel at a minimum.
Add'l comment: I'm hoping to stay in Westford once I retire at 66+ BUT do not feel this will be possible due to TAXES
- 1071 72&73: Don't understand the need for these positions - what would they do? Full time?
74: I thought meetings were on CH 8 already.
- 1076 Why is it necessary to build on every square inch in Westford? Westford "used" to be a beautiful town.
- 1081 Uncertain how to comment
- 1082 If the town hall needs to change, please keep it quaint and historic looking. I think the police station looks out of place in the town center. Since it was not kept historically accurate to the rest of the buildings on the center.
- 1088 Westford can't fight 40B-we can't stop it. So, let's think about how to get out from under it. Big development with a small affordable leaves us further in the hole-town should build its own affordable housing units, maybe rehab an old mill, let a private company run it-with 100% of units affordable.
- 1094 72. We already have the resources!
- 1101 This town could benefit so much from hiring a part time grant writer. Why not take advantage of money available. The small town I worked in, in NY 30 years ago even used a grant writer.
- 1104 I don't have cable but I do have internet. Would be great to get cable programming of Town Meeting etc. via web.
- 1118 Town of Westford Comcast bills should for seniors should be discounted 75%. We built this Town now we should get help in our senior years
- 1134 Current town administration should accommodate these needs in their existing jobs. Additional funds shall simply go to implementation (i.e. putting in sidewalks).

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- 1138 Grant coordinator is a good idea only if the salary is self-funded through the grant process. It should be a positive funds flow situation. In this case it makes absolute sense to have a Grant Coordinator
- 1139 73: To specific criteria to determine effective performance.
- 1143 People with (personal conflicting) interests (i.e. real estate, contractors) should not be allowed on these committees. Biggest problem = development! Other towns can limit development, why can't we????
- 1154 73: What kind of grants?
Many of these questions are open to personal interpretation/visions. The plan should set a general direction for the quality of life of Westford residents. The Town boards should be guided but ultimately should be determined by voters - case by case.
Many of the questions are so generalized its hard to comment on. I feel like answering "strongly for" could actually result in a decision I'm not really interested in. It should be broken down much more for just one specific item ref. 12- yes I think dev. Should provide open space but I feel cluster housing is a mistake. I certainly would not want to pay \$1M for a house that has no yard! Westford is losing its character or maybe it's lost.
- 1156 72-73: Grant Coord. & bus. dev. coord. are very important positions. Can they be PT or incorporated into any other positions, or through volunteer committees.
- 1160 Come up with something positive for seniors.
- 1164 72-73: ?
74: Isn't this already done?
I do not know how to respond to a funding request, I do not know how things are handled now and/or additional money required.
- 1166 Public meetings should be put on the internet
- 1170 only if taxes don't go up (72 & 73)
- 1188 If you need my input, call 978-692-xxxx.xxx [contact info edited to protect privacy]
[Note: this person did not answer any of the questions. Comments only]

**Comments from Westford Academy seniors:
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Survey ID	Comments
2029	I think we spend too much money on unneeded things like an Astroturf field.
2039	Listen to Bob Jefferies, he knows this town the best and how to keep it a desirable place to live. If I as a student come back from college and find this town turned into an Acton town, I will be disappointed. If I was a person looking to live in this area I would rather look at Carlisle rather than Westford if any more ugly growths.
2061	Community TV is BORING
2106	College? Doesn't matter for me?
2148	Call Joe Spadano concerning the off-road club 978-692-xxxx [contact info edited to protect privacy]